



SAN ANTONIO AIRPORT SYSTEM

# 20 YEAR IN REVIEW

BUILDING BLOCKS TO THE FUTURE

A BETTER AIRPORT. A BETTER SAN ANTONIO.



# 20 YEAR IN 07 REVIEW

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CITY MANAGER'S INTRODUCTION

ON BEHALF OF THE CITY OF SAN ANTONIO, I AM PLEASED TO WELCOME YOU TO THE 2007 ANNUAL REPORT OF THE SAN ANTONIO AIRPORT SYSTEM

Without a doubt, 2007 will certainly go down as one of the most exciting years in the history of San Antonio's airport facilities. A record number of passengers, amazing strides taken in the area of customer service and exciting expansion programs at both San Antonio International and Stinson Municipal Airports all combined to make '07 a year to remember.

Of course, it's no secret what an important role San Antonio International Airport plays in our local community. For millions of guests each year, it is the first and last impression they get of the "Alamo City." With this responsibility in mind, the City's Aviation Department is aggressively moving forward with an overall expansion program that calls for two new terminal facilities, a new long-term parking garage and a new two-tier roadway system. Once completed, these projects will dramatically improve both the look and functionality of the Airport. The two new terminal facilities will bring essential added gate capacity. The two-tier roadway extension will improve the drop-off and pick-up processes, and the new Long-Term Parking Garage increases the Airport's parking space inventory by more than thirty percent.

The historically significant Stinson Municipal Airport is undergoing a major expansion program to add new customer service amenities and additional tenant-business space adjacent to its 1930s terminal. An environmental assessment was successfully completed in 2007, which advanced the proposed extension of one of Stinson's runways to the design and construction stage.

All of these projects will improve the customer's experience at both airport facilities. Our pledge is to limit disruptions and inconveniences to the very best of our abilities. The new Terminal B is slated for completion in the fall of 2010, and the two-tier roadway during the summer of 2010. The good news is that International Airport's new parking garage and Stinson's expanded terminal facility will be completed and opened during the summer and fall of 2008.

Growing new non-stop flights represents a vital cog in the economic engine of San Antonio and that's why the focus of attracting new air service is a never-ending pursuit. The City has recently enjoyed unprecedented success in attracting new airlines and flights, thanks in large part to initiatives such as the

Greater San Antonio Chamber of Commerce "Blue Ribbon Task Force" Committee. City leaders have also placed a great deal of focus on growing international opportunities by partnering with key community and business leaders through the San Antonio-Mexico Strategic Marketing Plan. These partnerships have led to impressive successes in attracting new airlines and flights for both domestic and international travelers. Years from now, San Antonians will look back and realize that 2007 was the year when the "face" of their airports truly began to change in a very dramatic fashion. New facilities and new partnerships were all part of the "'07 story".

Although the U.S. is facing a slowing economy and challenges on several fronts in 2008-2009, overall San Antonio is in a good position. San Antonio is the third-fastest growing city in the nation with 33,000 people becoming new residents in 2007. Our City has experienced 54 consecutive months of economic growth while keeping unemployment at 4.1 percent, one of the lowest rates in the nation, which can be attributed in part to a booming construction sector fueled by \$2.1 billion in construction work planned by the U.S. Army over three years.

During 2008, the airline industry has been severely impacted by the current fuel crisis, which has required major system-wide capacity and route changes. Airports across the country have lost airlines and destinations. However, San Antonio is expected to be one of the least impacted U.S. cities, and is currently anticipating less than a three percent drop in seat capacity.

We remain vigilant concerning the current situation and focused on the long-term view of improving our airport facilities and services to meet the future needs of our traveling public. We will continue to work with our community partners and regularly meet with new and existing airlines to discuss opportunities for improved air service. San Antonio's Airport System is vital to our City's economic growth and its future.

Sheryl Sculley



COMMISSION CHAIRMAN'S REMARKS

## AS CHAIRMAN OF THE AIR TRANSPORTATION ADVISORY COMMISSION, I AM PLEASED TO ADD THE COMMUNITY'S PERSPECTIVE TO THE AIRPORT SYSTEM'S ACCOMPLISHMENTS IN 2007.

Members of the Air Transportation Advisory Commission are appointed by the San Antonio City Council and are charged with providing recommendations to the Aviation Director and acting as advocates for the Airport System within the community.

Participating with the Commission members, I have enjoyed a front-row seat for all the amazing changes that have taken place at both the San Antonio International and Stinson Municipal Airports over the past several years. I've witnessed the amazing growth in regards to passenger counts, new flights and infrastructure enhancements. I've also witnessed firsthand the incredible amount of work that goes into making each of these advancements possible.

The year 2007 was an especially exciting year. In March, we gathered together with City officials and guests to break ground on the new Long-Term Parking Garage, one of the first of four major expansion projects slated at the San Antonio International Airport. A few scoops of the ceremonial shovel and we were off and running toward a new garage facility; one that would bring more than a thousand new parking spaces to the public by year's end and 1,600 more in the months to follow.

We've seen customer relations take center stage at San Antonio International, with the creation of a new position to head up the Customer Experience Program. This new Program and renewed focus on air travel experiences that impact the airport customers has already helped shorten the wait time at the security checkpoints. It has streamlined the procedure associated with responding to customer concerns. The end result has been recognition for customer satisfaction yet again by J.D. Power & Associates, a company known worldwide for accurately reflecting customer viewpoints in a variety of areas.

One added customer amenity attributable directly to the Commission is the placement of rocking chairs in the concourses of both terminal facilities. These chairs were donated by various individuals within the community, and have proven to be very popular with the passengers.

And then there is the program launched in 2007 which we probably hold dearest to our hearts. Last year the Aviation Department launched something called the "Welcome Home a Hero" program, designed to properly greet our country's heroes in uniform who are returning from duty overseas. Over 900 military service members have been greeted by airport and community volunteers holding signs and waving flags. It's a scene that repeatedly brings tears to the most hardened observer and does justice to the San Antonio title of "Military City, U.S.A."

The Commission members have witnessed dramatic improvements in the quality of life for hundreds of homeowners living near the Airport. A component of the current Noise Abatement Program is the "Acoustical Treatment Program," which, through construction enhancements, is designed to minimize the noise associated with aircraft flying over homes located near the Airport. This Program hit the milestone of completing its 100th home in 2007, and offers property owners improvements such as added insulation, new doors and windows; all of it at absolutely no cost.

These are just a few of the items that kept us busy in 2007... and kept us smiling. We're looking forward to all the exciting things to come in the future, and we most certainly look forward to serving as advocates for the San Antonio Airport System.

**Loren Wood** 

Chairman – Air Transportation Advisory Commission



AVIATION DIRECTOR'S MESSAGE

THE YEAR 2007 WAS MARKED BY CHANGE AND POSITIVE GROWTH WITH A CONCERTED FOCUS ON OUR "MISSION" TO DELIVER AIRPORT SERVICES THAT REFLECT COMMUNITY VALUES AND EXCEED CUSTOMER EXPECTATIONS.

The Aviation Department's 2007 accomplishments are the result of incrementally meeting strategic objectives that will overall take the San Antonio Airport System well into the future. In summary, our recent accomplishments are attributable to the following strategic initiatives: 1) Optimize use of assets and resources/Address capacity needs; 2) Maximize financial performance; 3) Invest in our employees; 4) Improve the customer experience/Enhance community collaboration; and 5) Identification and reduction of risk.

During 2007, the Airport Expansion Team, which consists of key Aviation Department staff, construction and management contractors, and architects, continued to make good progress on the San Antonio International Airport Expansion Program. We opened 1,200 spaces of the new 2,800-space Long-Term Parking Garage, and awarded a contract for the City's first Construction Manager at Risk (CMR). The CMR will be responsible for construction of Terminal B, Terminal C, an inline baggage system in Terminal 1, the new Central Plant, and various other projects. As a result of completing an extension to Taxiway Romeo, we are one step closer to increasing general aviation development on the north side of the Airport.

Through prudent decision-making, the Aviation Department completed another fiscal year exceeding revenue projections, maintaining expenditures under projected budgeted levels, and achieving key performance targets. The Passenger Facility Charge (PFC) was increased from \$3.00 to \$4.50 to ensure an appropriate mix of funding sources for the Capital Improvement Program (CIP). During 2007, we issued General Aviation Revenue Bonds and PFC Bonds to fund portions of our Airport Expansion Program and the general CIP. International Airport's overall performance and financial management were affirmed when the rating agencies provided continued high ratings. Our financial management goals are to keep costs

low to the airlines, minimize debt and maintain reasonable monetary reserves.

The key to any organization's success is its employees. For this reason, the Aviation Department leadership has increased its emphasis on employee development, training and recognition. The community spirit of our employees can be seen in its volunteerism for such campaigns as "Graffiti Wipeout" and generous contributions to the City's Charitable Campaign. Airport employees are the primary reason for our successes, especially in the area of customer service. We depend on our customers and, more importantly, our customers depend on the "Airport Team" made up of City of San Antonio officials, Aviation Department employees, community volunteers, airlines and concessionaires, as well as local and federal agencies.

In our ever-changing environment, we place even greater emphasis on our customer's airport experience. Exceptional customer service was recognized by J.D. Power & Associates 2007 Airport Satisfaction Study. The second place honor is even more impressive when you consider the fact that the Airport is currently undergoing the largest Airport Expansion Program in its history.

We've taken popular ideas and made them better. One example can be found with our Cell Phone Waiting Lot. The idea proved to be so popular with customers that we had to find a larger location for the service. The new lot, constructed in 2007, offers twice the number of spaces and offers better access to traffic flowing along Airport Boulevard. We are currently installing customer service amenities such as free Wi-Fi and flight information monitors.

The Aviation Department continues to be heavily involved in our San Antonio community through public presentations and public relations outreach. Community involvement and volunteers at the International Airport are important to providing a positive customer experience. Growing each year is the number of volunteers in the Airport Ambassador and Volunteers in Airport Policing (VAP) Programs. In an effort to enhance the experience of arriving passengers, we partner with the City's Convention & Visitors Bureau to welcome

visitors and conventioneers.

In addition to achieving excellence in customer service, a top priority is providing a safe environment for the traveling public and our airport partners. During 2007, we increased our canine inspection teams from four to five, and continued to grow the number of police patrols using bicycles and Segways. International Airport was selected, along with 19 other airports, to participate in the FAA's new Safety Management System (SMS) pilot program. This program focuses on early identification and notification of potential hazards and safety concerns. With the assistance of an outside consultant, our plan should become operational in 2008.

In partnership with our community, we value caring for our neighbors and the environment. Established in 2007, an Environmental Stewardship Division within the Aviation Department is placing importance on environmental regulatory compliance and responsible care for our water, air and land. Also during this year, an outside consultant was hired to assess and prepare a Wildlife Management Plan and a Land Management Plan. Work to reduce impacts of aircraft noise on our airport neighborhoods continues in 2008 under the Noise Abatement Program.

During 2008, we will persist in building upon our successes. Our focus with the CIP remains to: maintain or exceed the schedule for completion of our projects; ensure that projects are within budget; and minimize impacts on the traveling public and airport partners. Construction work will begin on Terminal B, the Central Plant, Terminal 1's in-line baggage system, and several projects that will increase airfield capacity and the opportunity for new general aviation development. A new master planning process will begin that will take the San Antonio International Airport well into the next two decades. We will continue to focus on: increasing revenues, especially non-airline sources; enhancing efficiencies and effectiveness of facility operations; and maximizing International's and Stinson's aviation assets.

Our efforts to improve the customer's airport experience will never cease. We will continue to build our volunteer programs, utilize public relations opportunities, and increase the number and variety of food and retail concessions at the airports.

Our commitment is to carry out our "mission" in ways that optimally serve all of our customers and partners. I hope that you will enjoy the 2007 Year in Review Report.

Male H. Well

Mark H. Webb
Director of Aviation



### **SUMMARY**

With each budget process, the San Antonio City Council adopts an update to the annual Airport System Capital Improvement Program (CIP). The CIP is composed of individual projects developed in response to recommendations provided through various studies and the airport master planning process. The \$634.8 million CIP budget, approved by City Council for the fiscal years 2006 through 2015, permits a multi-year phased implementation of proposed new terminal facilities and airfield infrastructure upgrades at the San Antonio International Airport (SAT) and Stinson Municipal Airport (SSF).

Major CIP projects for SAT include construction of a new Long-Term Parking Garage, designed by HNTB, and the Airport Expansion Program, which is in various stages of design by Parsons-3D/I. The Airport Expansion Program includes: two new terminals, Terminals B and C with associated site utilities; demolition of Terminal 2; extension of the Terminal 1 two-tier roadway system to provide separate passenger drop off (upper level) and pick-up (lower level) at the new terminals; upgrades to the Central Heating/Cooling Plant; and terminal-area aircraft apron replacement projects. The CIP also encompasses other airfield enhancements that include lengthening taxiways and an existing runway, as well as development of the north side for new general aviation facilities at SAT.

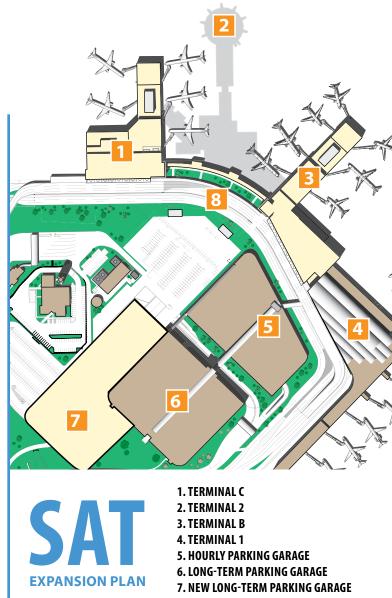
Ongoing CIP projects for Stinson Municipal Airport include: expansion of the terminal facilities to add customer service areas and business/tenant space, and extension of Runway 9/27 following the favorable culmination of the Environmental Assessment process in 2007 that cleared the way for construction to begin.

# LANDSIDE AIRPORT EXPANSION PROJECTS

NEW PARKING GARAGE PROJECT BREAKS GROUND

During 2007, the vision for the future took a giant step forward to becoming a reality. The City executed a contract with Bartlett Cocke/Walbridge, J.V., on October 12, 2006 in an amount not to exceed \$46,440,500 for pre-construction and construction activities in connection with the new Long-Term Parking Garage at SAT. HNTB provided the design, and collaborated on the construction project along with the Program Management Team and City staff.

On March 7, 2007, a ground breaking ceremony was held in celebration of the construction start of a new 2,815-space



8. TWO-TIER ROADWAY

Long-Term Parking Garage. The construction was phased to allow for a partial opening. On December 12, 2007, that partial opening occurred with City officials participating in the opening of 1,200 spaces in time to accommodate the holiday traveling public.

Participating in both the ground breaking and the partial opening of the new Long-Term Parking Garage were Mayor Phil Hardberger, City Council members, City Manager Sheryl Sculley, members of the Air Transportation Advisory Commission, Aviation Director Mark H. Webb and the Aviation Department team of employees and volunteers. The unique ribbon cutting ceremony included a jubilant Mayor Hardberger riding in a 1967 American Motors Ambassador DPL as it drove through and broke the ceremonial ribbon.

Once the new 927,228 square-foot parking structure is complete, SAT will have approximately 9,000 spaces available to its customers. Completion of the new garage is expected in mid 2008, finishing ahead of schedule and under budget.







LONG-TERM PARKING GARAGE CONSTRUCTION

Financing for the new garage structure is through General Airport Revenue Bonds issued in 2002.

# INNOVATIVE DELIVERY METHOD USED FOR AIRPORT EXPANSION PROGRAM

Recognizing the need for time and cost savings in delivering the proposed Terminals B and C, upgrades to the Central Utility Plant, improvements to the Terminal 1 baggage handling systems and related facilities at SAT, the San Antonio City Council, on June 21, 2007, awarded a Construction Manager at Risk (CMR) contract to the joint venture of Clark Construction Group, LLC/Thos. S. Byrne. The contract format for this high-profile, \$200 million project is divided into two phases: (1) preconstruction services and (2) construction services. Preconstruction services in the amount of \$3,759,633 will enable the CMR to complete the final design and provide contractor input such as constructability reviews, value engineering, and budget consultation.

The CMR capital projects delivery method, as outlined in Section 271 of the Texas Local Government Code for construction of a project, is a FIRST for the City. Utilizing this method will allow the City to achieve greater design control and provide improved continuity in the bidding and execution of subcontracts. Other benefits will include the ability to begin construction on portions of the project schedule and reduce the number of change orders precipitated by design changes.

# ANCILLARY PROJECTS CONNECTED TO THE AIRPORT EXPANSION PROGRAM

UTILITIES & ROADWAY Archer Western Contractors, Ltd., contracted by the City in October 2006 for the sum of \$37 million, began work during 2007 on relocating and installing new utility and hydronic lines and the two-tier roadway system, both intended to serve the new terminal facilities. During 2008, the two-tier roadway construction will continue at a more visible level in front of and to the west of Terminal 2, with completion expected prior to Terminal B's scheduled opening in the fall of 2010.

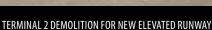
DEMOLITION To make way for the two-tier roadway system and construction of Terminal B, Constructors and Associates, Inc., was awarded a \$2.8 million contract for the partial demolition and necessary renovations to Terminal 2 to facilitate continued servicing of airline passenger traffic. During 2007, both the east and west ends of this early 1950s structure were partially demolished and renovated to accommodate changes to airline ticket counter areas, TSA baggage screening and rental car counters in the baggage claim areas. The work also resulted in relocation of the ground transportation mall and passenger pick-up and drop-off areas. Demolition on the east end of Terminal 2 will occur in 2008 to prepare the site area needed for construction of Terminal B.

DRAINAGE UPGRADES As an integral part of the overall Airport Expansion Program at SAT, City Council awarded a \$2.7 million construction contract on June 28, 2007 to Borco, L.P., for installation of a storm water outfall pipe to begin at the southern end of the long-term parking area, crossing West Terminal Drive and the airfield east of John Saunders Road. The new 66-inch storm drain outfall will connect to an existing 72-inch storm drain line. Starting at the new Long-Term Parking Garage, this final outfall section will complete the drainage improvements identified and recommended within the Terminal Area Master Drainage Study.

# PROGRAM MANAGEMENT TEAM CONTRACT EXTENDED

On June 28, 2007, City Council amended the agreement with Jacobs Carter + Burgess, Inc., in the amount of \$18,900,000 for a revised contract value of \$35,048,000 to provide program management services for the SAT Airport Expansion Program. The contract was also extended for three years with an additional two years at the City's discretion.







APRON PHASE I CONSTRUCTION

# AIRFIELD AIRPORT EXPANSION PROJECTS

### AIRSIDE APRON & UTILITIES PROJECT-PHASE 1 COMPLETED

Awarded a contract for \$2.8 million in 2006, Yantis Company completed the first of three planned apron projects during 2007 in support of the new terminal construction at San Antonio International Airport (SAT). The first phase included: demolition of existing aircraft ramp pavements and utilities between Terminals 1 and 2; reconstruction of the ramp; and installation of utilities to accommodate the proposed Terminal B. Phase 2 construction documents are being prepared for bid advertisement, and Phase 3 will be awarded at a future date to correspond with the scheduled demolition of Terminal 2 and Terminal C construction.

# SAT RUNWAY EXTENSION GIVEN THE ALL CLEAR SIGNAL

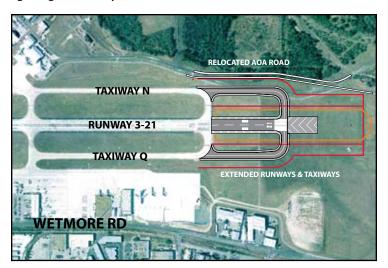
The Federal Aviation Administration (FAA), Southwest Region, after careful and thorough consideration of all facts and after coordination with appropriate local, state, and federal agencies, approved on October 3, 2007, an environmental "Finding of No Significant Impact" (FONSI) for the extension of Runway 3/21 and the lease of 54 acres for commercial development at SAT. The favorable FONSI now clears the way for approval of federal funding for the proposed construction of an extension to Runway 3/21. Development of construction plans will begin in 2008.

# RUNWAY SAFETY ASSESSMENT AIRFIELD IMPROVEMENTS

The City's Aviation Department, in partnership with the FAA, developed a Runway Safety Assessment Study that resulted in the identification of a complex and intricate portion of current airfield geometry at SAT in need of modification. On April 5, 2007, City Council awarded a contract to Post, Buckley, Schuh & Jernigan, Inc., to provide design and construction

administration services in connection with modifying airfield taxiway configurations.

The FAA is in full support of the anticipated improvements to help mitigate potential runway incursions. On December 13, 2007, City Council awarded a \$2.6 million contract, partially funded through an FAA grant, to Yantis Company for construction of recommended Runway Safety Assessment Study improvements at SAT, e.g., widening taxiway and apron connector pavement areas and installation of centerline lighting in Taxiway Golf.



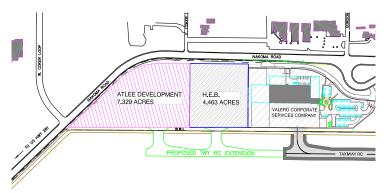
# MASTER PLAN DEVELOPMENT FOR GENERAL AVIATION ADVANCES AT SAT

Recommended by the current Airport Master Plan, several construction projects were initiated in 2007 to prepare a 40-acre tract of land on the north side of SAT for future general aviation expansion projects.

ROADWAY & DRAINAGE Development of the site for general aviation along Nakoma Road became a step closer to reality when City Council approved a \$6.5 million construction contract with Eagle Construction & Environmental Services, L.P., on June 28, 2007 for the Sky Place Boulevard Environmental Remediation Project. Eagle completed a portion of the work

during 2007, which allowed for the extension and realignment of Sky Place Boulevard to intersect with nearby streets for improved landside accessibility. Included in the overall work is another project for construction of a new underground drainage system located on the north side of SAT to replace the current open drainage channel along Sky Place Boulevard.

ENVIRONMENTAL REMEDIATION On June 28, 2007, City Council approved several environmental remediation contracts with several contractors. These contracts are in connection with various projects being undertaken in the Sky Place Boulevard vicinity for the ultimate development of new general aviation facilities at SAT.



TAXIWAY EXTENSION A construction contract in the amount of \$2.34 million was awarded to Jerdon Enterprises, Ltd., on November 16, 2006 to lengthen Taxiway Romeo. Getting underway in early 2007, Taxiway Romeo was extended to the northwest in order to provide airside access for a new tenant hangar facility at SAT, as well as other planned general aviation development along Nakoma from U.S. Hwy 281 to Jones Maltsberger.



# RESIDENTIAL ACOUSTICAL TREATMENT PROGRAM - A GREAT SUCCESS

Reducing the impact of noise on surrounding airport neighborhoods continues to be a major focus of the Airport System's Capital Improvement Program. During calendar year 2007, \$9,680,005 was spent to acoustically treat 151 homes. Homeowner surveys indicate a 98% satisfaction rating. Eight qualified contractors participate in the program. Five of these eight contractors are certified Disadvantaged Business Enterprises (DBE) with more than 50% of the expended funds going to DBEs. The number of acoustically treated residences is expected to exceed 200 in 2008, and more in coming years with the continued availability of federal grant funds for this Program.



### HISTORIC STINSON BREAKING THROUGH TO THE FUTURE

### **RUNWAY EXTENSION GETS** THE GREEN LIGHT FROM TXDOT

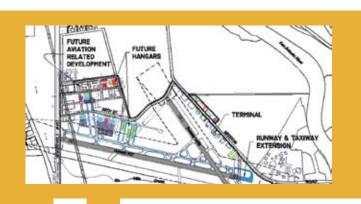
Plans to extend a runway at Stinson Municipal Airport (SSF) cleared a major hurdle with the Texas Department of Transportation (TxDOT), giving the project an official thumbs up. TxDOT officials conducted an Environmental Assessment Study on the City's plans to extend Runway 9/27, and in June 2007 announced a "Finding of No Significant Impact" or FONSI, essentially clearing the way for the runway extension. The announcement from TxDOT marks the end of seven years of shepherding the project forward and represents a collective effort on the part of government leaders and the City's Aviation Department staff.

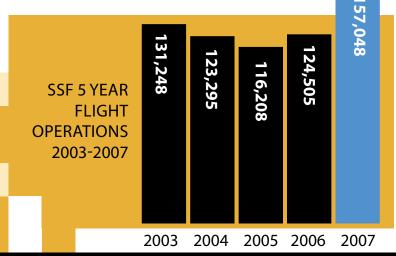
Runway 9/27 (one of two Stinson runways) currently has a length of 4,835 feet. The plan is to extend it to approximately 5,002 feet, making it more appealing for a wider variety of general aviation aircraft. The extension will take place along the approach area of Runway 27. Now that the FONSI is in place, the next step will be to complete the design work on the project. After that, the project will be sent out for bid.

### STINSON'S TERMINAL EXPANSION TAKES SHAPE

A separate project, currently underway and making progress at Stinson Municipal Airport, is the \$4.8 million Operations and Customer Service Facility Project, designed by Beaty & Partners Architects, Inc. The Project includes the addition of building wings onto the existing 1930s terminal facility, and should be completed by the third quarter of 2008.

The construction of two, two-story wing additions, one on each side of the terminal building, will add approximately 24,000 square feet space that will be used for new concession and tenant services. The project also includes interior renovations to the existing terminal space. The expansion is in response to expressed needs of current Stinson tenants and inquiries from potential tenants wishing to locate at Stinson. As a result of a partnership with Stinson, Palo Alto College plans to relocate its aviation department to new classrooms in the expanded terminal area.









STINSON TERMINAL EXPANSION - JULY 2007

STINSON TERMINAL EXPANSION - DECEMBER 2007

San Antonio International Airport (SAT) is ranked by the FAA as one of the best "on-time" airports in the country. SAT finished 2007 with an on-time departure percentage of 81%. This was almost ten full percentage points higher than the national average and once again placed SAT in the top ten for departure efficiency within the country's 50 busiest airports.

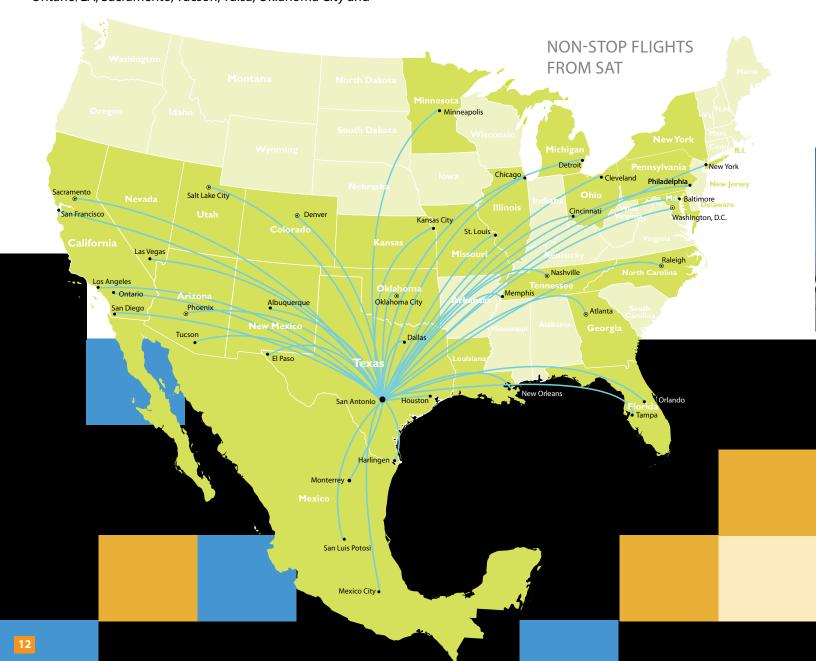
During 2007, SAT had 20 air carriers offering non-stop flights to 40 domestic and international destinations, a record year for non-stop destinations. SAT also experienced a third consecutive record year for passengers boarding and deplaning - 8,075,437 for calendar year 2007.

From April through June 2007, ExpressJet Airlines launched its newly branded service in San Antonio. During that period, ExpressJet started non-stop flights to eight new destinations - Ontario/LA, Sacramento, Tucson, Tulsa, Oklahoma City and

New Orleans, Albuquerque and Raleigh-Durham.

Mexicana Airlines announced the start of non-stop daily flights between San Antonio, Texas and Monterrey, Nuevo León, Mexico beginning on the 2nd of December. Mexicana also provides twice-daily non-stop service to Mexico City.

Before the year ended, Southwest Airlines announced that it would begin non-stop service to Philadelphia on March 17, 2008. This additional direct service would grow the Southwest list of non-stop destinations from San Antonio to 14. San Antonio was a charter member of the Southwest Airlines route system, and over the years the airline has continued to show a strong commitment to customer service and flying directly to destinations most in demand by the San Antonio traveling public.



### SPECIAL RECOGNITION FOR A **FAITHFUL AIRLINE PARTNER**

The City of San Antonio and Mexicana Airlines, Mexico's leading airline and named the "Best Airline in Mexico and Latin America" at the 2006 World Travel Awards, celebrated 50 years of uninterrupted service. On August 13, 1957, President Dwight D. Eisenhower signed the authorization for Mexicana de Aviación to begin scheduled service between San Antonio and Mexico. September 10, 2007 marked the 50th anniversary of this milestone for the City and Mexicana de Aviación. The operation of this route was inaugurated with two Super DC-6 aircraft, described at the time as palatial and modern.







2007 SCHEDULED PASSENGER AIRLINES SERVING SAT

**AEROLITORAL** 

**AEROMEXICO** 

AEROMAR

AMERICAN

ATLANTIC SOUTHEAST

COMAIR

CONTINENTAL

DELTA AIR LINES

EXPRESSJET

FRONTIER

GOJET

MESA

MIDWEST

NORTHWEST

SHUTTLE AMERICA

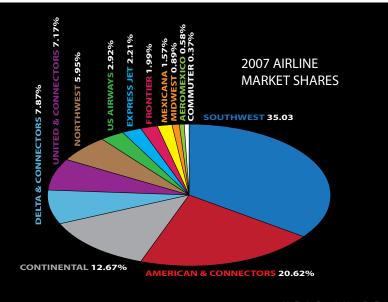
SKYWEST

SOUTHWEST

TRANS STATES

US AIRWAYS

UNITED



# SAT RANKED #2 BY J.D. POWER AND ASSOCIATES

San Antonio International Airport (SAT) ranked second in the J.D. Power and Associates 2007 North America Airport Satisfaction Study – small-sized airports category. Houston Hobby ranked highest for a second consecutive year. SAT and Dallas Love Field followed Houston Hobby closely in a tie for second place. SAT performed particularly well in airport accessibility, as well as in the check-in and baggage check processes.

The 2007 study measured overall airport satisfaction in three segments: large airports (30 million or more passengers per year), medium size (10 million to 30 million passengers per year) and small (fewer than 10 million passengers per year). Eight factors – assessed through 28 specific questions – are examined to determine overall customer satisfaction (in order of importance); airport accessibility, baggage claim, check-in/baggage check, terminal facilities, security check, food and beverage, retail services, and immigration/customs control.

The 2007 North America Airport Satisfaction Study is based on responses from more than 10,200 passengers who took a flight between May 2006 and April 2007. Passengers evaluated up to two different airports – their departing and arriving airport – for a total of more than 17,400 evaluations.

# CELL PHONE WAITING LOT – IMPROVES CUSTOMER SERVICE

One of the most popular facilities at SAT is the Cell Phone Waiting Lot. This heavily used lot was relocated and expanded in late 2007, and now offers twice the number of spaces as before with better access to traffic flowing along Airport Boulevard. Located at Airport Boulevard and North Terminal Drive, just north of Loop 410, this larger, permanent facility serves as a remote area where customers picking up arriving passengers can park and safely use cell phones to make pick-up arrangements before advancing to the terminal frontage areas. While providing an excellent customer service, it also greatly decreases repeated traffic and congestion in front of the terminals, as well as reduces gasoline usage.

# COMMUNITY INVOLVEMENT – SOARING CUSTOMER SERVICE

### **AIRPORT AMBASSADORS**

SAT has several volunteer programs. Airport Ambassadors, numbering 130, welcome millions of visitors and residents arriving at SAT. This stellar group of community volunteers provides visitors with San Antonio tourism and venue information. They are an invaluable resource in assisting passengers needing directions due to ongoing construction and altered way finding. During 2007, the Airport Ambassadors greeted and assisted 2,652,539 passengers.

#### "WELCOME HOME A HERO" PROGRAM

In August 2007, the Airport Ambassadors, community volunteers and airport personnel initiated the "Welcome Home a Hero" program. These volunteers greet hundreds of soldiers returning to San Antonio, and offer our community's gratitude for the sacrifices they make on behalf of the country they faithfully serve.

### USO

Heavily involved with San Antonio's armed forces and bases (Lackland and Randolph Air Force Bases and Fort Sam Houston Army Base) is the United Service Organizations (USO). For over 20 years, the USO has operated a lounge with refreshments at SAT's Terminal 2. The City of San Antonio donates the space where the USO volunteers provide a convenient and comfortable setting for members of the armed forces and their families to spend time as they wait for flights.

### **VOLUNTEERS IN AIRPORT POLICING**

With the increase in passenger air travel and the challenges of construction at SAT, Airport Police incorporated a non-traditional resource to help with safety for the traveling public. Volunteers in Airport Policing (VAP) not only work to increase security, but also enhance customer service by providing additional staff in the event of an unusual occurrence. This program boasts approximately 30 specially trained citizen volunteers.







The City's Aviation Department has made major investments in public safety and security staffing, programs, equipment and facilities for police, fire and rescue services. San Antonio International Airport (SAT) Terminal 1 houses a Consolidated Communications Center, which employs communications personnel and technologies that facilitate responses to police and fire service calls. The facility also houses an Emergency Operations Center that enables representatives from the Airport and area emergency agencies to closely monitor large scale incidents and take necessary response action.

### **COMMUNITY PREPAREDNESS**

Table-top disaster exercises are performed annually. Every third year a full-scale mock disaster is conducted. These exercises, mandated by the FAA, are conducted to practice and test the community's preparedness in the event that a major emergency occurs at SAT. All such exercises include Airport personnel, area hospitals, community disaster response teams, and federal and local officials. The next full-scale disaster exercise will be conducted October 2008.

### **AIRPORT POLICE**

Airport construction presents additional challenges in the areas of safety and security. With added responsibilities, the Aviation Department's Airport Police Division increased staffing from 58 to 65 in 2007 and stepped up patrols, incorporating the use of bicycles and Segways. Using this equipment allows for a quicker response to calls in areas not readily available to a patrol car, as well as improves the officer's effectiveness in crime prevention/detection. During 2007, Airport Police responded to 8,004 calls for service.

### TSA'S K-9 PROGRAM

During 2007, the Airport Police Division increased its officer-canine teams under the TSA's Explosives Detection

K-9 Program from four to five. These teams assist in law enforcement and augment TSA's passenger and baggage screening processes throughout the Airport premises.

### **ARFF**

Aircraft Rescue and Fire Fighting (ARFF) personnel are members of a highly-trained specialized team. They respond to a variety of emergency situations on Airport property such as aircraft emergencies, calls for medical assistance, fuel spills, fire alarms, major traffic accidents, and other incidents. ARFF personnel respond to aircraft emergencies (Alerts) upon notification by the Air Traffic Control Tower (ATCT) personnel via the "Ring Down" phone system. This system, in addition to providing voice notification between the ATCT and the ARFF personnel in the fire station, also sets in place a sequence of events to ensure a rapid response by the ARFF team. ARFF fire fighters responded to 411 medical calls, 51 Alert II aircraft emergencies and three Alert III aircraft emergencies in 2007, in addition to various other calls for assistance.

#### SMS PILOT PROGRAM

San Antonio International Airport (SAT) was selected, along with 19 other airports, to participate in the FAA's new Safety Management System (SMS) pilot program. In September 2007, the City accepted a Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grant in the amount of \$200,000 to participate in the SMS Airport Pilot Study. This program focuses on early identification and notification of potential hazards and safety concerns. In November 2007, City Council awarded a contract with Critical Path, Inc., in the sum of \$266,667 (Airport self-generated funds provided the balance) to develop a SMS Plan for SAT. In addition, Critical Path will develop and provide a training program for Aviation Department staff and key tenant personnel.

## CONCESSIONS SERVE -SA ON THE FLY





The San Antonio International Airport Concessions Program, branded "SA on the Fly", continued to successfully grow in 2007. Under the management of Unison Maximus, Inc., sales of food, retail, advertising and passenger services (not including car rental and shared ride) increased to an all time high of \$30,730,285.00, and average sales per passenger reached \$7.66. Unison also reported that the 2007 Concessions Program generated \$5,490,594.00 in revenues to the Airport.

The Program's success was recognized by both Airports Council International-North America (ACI-NA) and Airport Revenue News (ARN) for its outstanding mix, quality, brands, sales and build-out of the food service offerings. ACI-NA recognized San Antonio International Airport – Terminal 1 as a first place winner in the 2007 Airport Concessions Contest for Best Food and Beverage Program. Airport Revenue News (ARN) recognized San Antonio International Airport (Small Airport Division) as the Airport with the Best Overall Concession Program, Most Unique Services, and the Best Concession Management Team.

In 2007, San Antonio became the first major city to develop a consolidated Advertising Concession Program to include the Airport, Alamodome and Convention Center, enabling and encouraging the comprehensive and synergistic promotion of San Antonio and its surrounding area. Selected as a

result of a request for proposal, Clear Channel Outdoors' San Antonio Division and its newest affiliate company, Interspace Airports, developed this benchmark program that utilizes modern sign technology to optimize advertising effectiveness while minimizing visual clutter.

Partnering the three venues together to create a high-tech display signage program will enable businesses to reach a highly valuable demographic of visitors and residents who utilize these expanding facilities annually. This tenyear Program is expected to generate over \$11,120,000 in revenues for the City and provide a capital investment totaling \$3,429,660.

In 2007, San Antonio International welcomed two new food and beverage concessionaires, Freshëns Smoothie Company and Comida Buena, both located in Terminal 2. Operated as

a joint venture between HMSHost and Chelsea Sandwiches of Texas, Freshëns offers fresh, made to order, hot & cold sandwiches, wraps, salads, as well as pastries, hot breakfast sandwiches, tacos, smoothies, milkshakes and desserts. Comida Buena, operated by Fresquez Concession Texas, Inc., provides passengers with a concept adopted from its location at the Albuquerque Sunport International Airport. Serving breakfast, lunch and dinner, Comida Buena's menu offers made-to-order hot & cold sandwiches, homemade soups, salads, made to order omelets, specialty coffees and fresh baked goods.

Freshens

Planned during 2007 for introduction in 2008 to Terminal 1 are five new concessions that will add to the award-winning program. They include: Vino Volo;

Dunkin' Donuts; Brookstone; Raising Cane's Chicken Fingers, and Natalie's Candy Bar. With 70 locations in 13 states, Louisiana-based Raising Cane's is known for its unique menu and commitment to quality. Vino Volo, a new specialty wine bar, is revolutionizing the way people experience and buy wines. In redefining the wine retail experience, it combines an approachable list of carefully selected high-end wines, a luxurious "club lounge" environment, and knowledgeable staff, all of which is setting a new standard in airport service.

### "MAKING PROGRESS" **NEW PUBLIC ART PROJECTS**

The Public Art Program has held center stage at San Antonio International Airport (SAT) since the late 1990s thanks to such renowned artists as Christopher Jenney, May Sun, Cesar Martinez, and Bill FitzGibbons. With implementation of the planned Airport Parking and Terminal Expansion Program, a total of eight new public art projects are underway at various stages of development. Projects that reached final design approval for Terminal B during 2007 were:

"PORTALS" by local artist Rolando Briseno, which will showcase architectural and historical entranceways that exist in San Antonio. The yellow/orange translucent colored images will be silk-screened onto 32 windows lining the Terminal B gate-concourse area with a grand portal planned (14 feet by 10 feet) at the end of the passageway.



Artist Ann Gardner's "SUN" sculpture, which will be suspended above the escalators under the skylight on the east side of Terminal B. This piece includes a large sun-like coiled image, 16 feet in diameter, with spiraling loops that are 4 feet in diameter. The form will be wrapped in bright yellow glass, which has a gold leaf metal backing on it. Ms. Gardner, a Seattle artist, has designed this piece to take advantage of the light emanating from the terminal skylights while using simple imagery, the sun, to honor San Antonio's wonderful climate. The sculpture's complex curves combined with its glass covering will create a shimmering effect (see above photo) and provide a beautiful complement to Terminal B's interior.

For the new Long-Term Parking Garage, final design approval was granted to:

Chuck Ramirez's "LOST AND FOUND" installation, consisting of eleven open suitcase portraits (approx. 5 X 6 feet each) housed in commercial light boxes. Each image will lovingly allude to a specific personality. Examples include: the "Foodie," a suitcase obsessively filled with snacks such as Ding Dongs, Pop Tarts, Vienna sausages, cheeses, etc., and the "Buddha Altar" is a suitcase complete with exotic fruit offerings, flowers and Buddhist symbols.

- Gary Sweeney's "NOSTALGIA TEXAS" signs. Sweeney, a nationally recognized public artist, has designed a series of eight large funny, nostalgic and engaging "baggage label" signs, which poke gentle fun at San Antonio's and South Texas' past. They will be located in the corridor between the longterm and short-term parking facilities.
- A plan to relocate the "DAY STAR PLAZA" wings was developed in 2007. The wings, created and installed by artist Bill FitzGibbons in late 1999, will be found at a new home on the south side of the Long-Term Parking Garage.

### "AIRPORT ART SPACE" 2007 ROTATING EXHIBITIONS

In 2007, Airport Art Space hosted several exciting temporary exhibits including "PLASTIC AND/OR PAPER?" by artist Kathleen Trenchard. This exhibit included images of San



Antonio landmarks in papel picado, portraits in cut paper (image above), and an installation which highlighted works from her personal collection of Buddhist burial papers.

- In honor of the FOTOSEPTIEMBRE USA 2007 festival, Artist Juan Ramos presented "SAN ANTO & SILVER WINGS", a series of digitally enhanced photographic banners portraying the people and places of San Antonio.
- The Airport's holiday exhibit showcased "FLIGHTS OF FANCY", selections from their permanent collection of digitally printed images relating to flight, created by artist Michael Mehl.
- Detours due to construction can be fun. "WELCOME WALK", a colorful faux papel picado art installation by Kathleen Trenchard, was installed within the temporary pedestrian corridor linking Terminals 1 and 2. The stencil project was completed in December of 2007 and will remain in place until the temporary walkway is removed. The designs repeat at intervals throughout the length of the corridor, creating a rhythmic pattern, while acquainting visitors with San Antonio's architectural treasures. This project honors and celebrates the City's cultural heritage, creative spirit, hospitality and beauty.



### **DOT-ASSISTED CONTRACTS**

Based on the DOT-assisted construction and professional service contracts totaling approximately \$25.8 million, SAT's overall Disadvantaged Business Enterprises (DBE) contract awards for FY2007 totaled \$3,045,810, representing 11.8% DBE participation.

### **CONCESSIONS PROGRAM**

The DOT's Airport Concessions Disadvantaged Business Enterprises (ACDBE) Progam is designed to ensure a level playing field from which ACDBEs can successfully compete for airport concessions contracts, either directly or in partnership opportunities.

#### **Airport Concessions ACDBE - FY 2007 Accomplishments**

7 til por t contessions / tcs	
Total Gross Sales =	\$33,409,746
Total Goods & Services =	\$5,477,712
Total ACDBE Participation* =	\$11,439,735
Percentage of Total to ACDBEs*:	= 29.4%
ACDBE Concessions Goal =	57.2%
* Includes Sales and Goods & Serv	ices

#### Car Rental ACDBE - FY 2007 Accomplishments

Total Gross Sales =	\$89,570,665
Total Goods & Services =	\$38,768,354
Total Goods & Services Earned by ACDBEs =	\$3,952,007
Percentage of Total Goods & Services to ACDBEs =	10.2%
ACDBE Goal for Car Rental Goods & Services =	4.0%



# CITY'S SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY POLICY

The City of San Antonio's Small Business Economic Development Advocacy (SBEDA) Program is dedicated to serving small, minority, African-American, and womenowned business enterprises (SBE/MBE/AABE/WBE) by ensuring that there are opportunities to compete for City contracts. SAT utilizes this program on Construction Bids, Request for Proposals, Qualifications and Interest Statement opportunities. SAT awarded three construction contracts totaling \$93.6 million in FY 2007.

### **Aviation Department's FY 2007 SBEDA Awards**

Small Business Enterprise =	22.8%
Minority Business Enterprise =	16.8%
African-American Business Enterprise =	0.01%
Women-Owned Business Enterprise =	4.0%



# CAPITAL IMPROVEMENT FINANCING

The \$634.8 million Capital Improvement Program (CIP) budget for the fiscal years 2006 through 2015, permits a multi-year phased implementation of proposed new terminal facilities and airfield infrastructure upgrades at San Antonio International Airport (SAT) and Stinson Municipal Airport (SSF). Sources of CIP funding at SAT include the Passenger Facility Charge (PFC), self-generated monies, federal Airport Improvement Program (AIP) grants, and proceeds from bond issues. Stinson's CIP is funded through Airport System self-generated monies and state grants.

### SAN ANTONIO INTERNATIONAL AIRPORT [SAT]

The Federal Aviation Administration (FAA) approved an amendment to SAT's Passenger Facility Charge (PFC) allowing for an increase from \$3.00 to \$4.50 beginning on October 1, 2007. Projects approved for use of the PFC funding include: the Residential Acoustical Treatment Program; proposed Terminals B and C; the two-tier elevated roadway system; Central Plant upgrades; apron replacement projects around the new terminal gate areas; expanded utilities for support of Terminals B and C; modifications to Terminal 1 to relocate baggage screening from the terminal lobby area to a back-of-the-house in-line system, which will be housed in a 6,500 square foot building addition; lengthening of Runway 3/21 and adjoining taxiways; extension of Taxiway Romeo; and other miscellaneous airfield upgrade projects.

The Airport System received high ratings for additional General Airport Revenue Bonds (GARBs) sold on November 29, 2007. The Airport maintained its "A+" rating with Standard & Poor's and Fitch, as well as its "A1" rating with Moody's for the approximate \$83 million GARBs sold in 2007. These bonds will finance planned components of the Airport Expansion Program, renovations to Terminal 1, construction of a Consolidated Operations Facility, and drainage improvements along Sky Place Boulevard to facilitate general aviation development on the north side of SAT.

Sold at the same time were Passenger Facility Charge (PFC)-backed bonds intended for construction of Terminal B, the Residential Acoustical Treatment Program, Central Plant modifications and permanent roadway/utilities construction. The approximate \$74 million PFC-backed bonds received a Fitch rating of "A", an "A-" rating from Standards and Poor's, and Moody's "A2" rating.

Major strengths supporting these high ratings include: the area's strong demand for air service; a diversified airline base

with multiple new non-stop flight destinations; consistently sound financial operations; and an aggressive capital improvement program with marginal borrowing needs planned in the future.

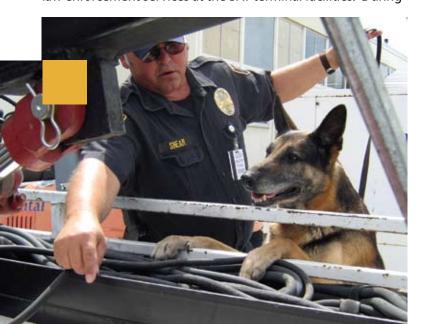
During fiscal year 2007, FAA grants totaling \$15,109,837 were awarded to the City for the following CIP projects: Airside Apron & Utilities in connection with the Airport Expansion Program; Sky Place Drainage; Taxiway Romeo Extension; Runway Safety Assessment Airfield Improvements; Residential Acoustical Treatment Program; and the Safety Management Systems Pilot Study.

### STINSON MUNICIPAL AIRPORT [SSF]

Capital Improvement Program (CIP) projects recommended in the Stinson Municipal Airport Master Plan and Targeted Industry Study include: terminal facility expansion; construction of additional tenant and customer service amenities; and airfield improvements to include the proposed runway extension. The Stinson CIP was adopted as part of City Council's approval of the overall budget for the Aviation Department and covers projects planned for development and implementation from 2006 through 2015. Funding sources of Stinson's \$9,230,000 portion of the CIP will include: Texas Department of Transportation Grants and Airport System self-generated funds accumulated under the Stinson Airport Revolving Fund.

## **OPERATING GRANTS** AND REIMBURSEMENTS

From May 2002 through September 2007, the San Antonio Airport System recorded \$1,758,653 in reimbursements from the Transportation Security Administration (TSA) for providing law enforcement services at the SAT terminal facilities. During



fiscal year 2007, the Airport System received \$374,324 from the TSA under an agreement for providing the Law Enforcement Officers (LEOs) at the passenger screening check points.

Since first introduced in May 2002, the City's Aviation Department has participated in the TSA Explosive Detection Canine Team Program and has received a total of \$996,123 under the Program. The Program is designed to assist airports in explosives detection by providing training for personnel and canines, training materials, canines and reimbursement of operating expenses up to \$40,000 per team annually. TSA authorized four canine teams in fiscal year 2004. With the renewal of this Program in 2007, TSA increased the reimbursement to \$50,000 per team and number of teams at SAT to five. A total of \$250,000 was received from the TSA for this Program in fiscal year 2007.

### **OPERATING FISCAL SUMMARY FOR 2007**

#### OPERATING REVENUES

The majority of the operating revenues at the airports are directly related to the number of passengers, other patrons and aircraft operations. The Airport System's revenues are primarily derived from rents and charges for use of the Airport's facilities, including landing fees from airlines using SAT, and concession contracts, including off-airport rental car operations. No property tax or City General Fund monies are utilized to support the San Antonio Airport System.

Total operating revenues for fiscal year 2007 were \$56.7 million, an increase of 7.4 percent over 2006 or \$3.9 million the highest net revenue year in the Airport System's history. Of the total, the three most significant revenue sources for the Airport System include the airlines (\$13.5 million or 23.8% of total), parking fees (\$16.7 million or 29.5% of total) and concession revenues (\$15.8 million or 27.9% of total). Overall, non-airline revenues represented 76.2% of the total revenues generated in fiscal year 2007.

### **OPERATING & MAINTENANCE EXPENSES**

Operating expenses for fiscal year 2007 were \$32.6 million, an increase of \$3.1 million or 10.6% over 2006. The largest increases occurred in the major expenditure areas of safety and security (Fire & Rescue up 38.4% and Security up 30.2%). Reductions in expenditures were realized in the airfield area, access, parking, Stinson Airport, and operations.

For the fiscal year, gross revenues exceeded operating expenses, which increased net revenues by 3.4%, going from \$23.3 million in 2006 to \$24.1 in 2007.

# KEY FISCAL YEAR PERFORMANCE MEASURES

### **ENPLANED PASSENGERS**

FY 00	3,646,281
FY 01	3,556,001
FY 02	3,315,745
FY 03	3,264,245
FY 04	3,422,871
FY 05	3,713,792
FY 06	4,002,903
FY 07	4,030,571

### **OPERATING REVENUES**

FY 00	\$38,629,127
FY 01	\$39,815,502
FY 02	\$40,119,137
FY 03	\$43,050,986
FY 04	\$44,763,847
FY 05	\$47,180,690
FY 06	\$52,773,846
FY 07	\$56,682,447

# OPERATING REVENUE PER ENPLANED PASSENGER

I LILLINI LANLU I ADDLINGLIL	
\$10.59	
\$11.20	
\$12.10	
\$13.19	
\$13.08	
\$12.70	
\$13.18	
\$14.06	

# RETAIL CONCESSION REVENUE PER ENPLANED PASSENGER

FY 00	\$1.07
FY 01	\$1.16
FY 02	\$1.34
FY 03	\$1.39
FY 04	\$1.34
FY 05	\$1.27
FY 06	\$1.36
FY 07	\$1.50

### PARKING REVENUE PER ENPLANED PASSENGER

FY 00	\$2.99
FY 01	\$3.05
FY 02	\$3.14
FY 03	\$3.28
FY 04	\$3.34
FY 05	\$3.52
FY 06	\$3.84
FY 07	\$4.15

### NON-AIRLINE REVENUE PER ENPLANED PASSENGER

FY 00	\$8.30
FY 01	\$8.53
FY 02	\$8.64
FY 03	\$8.69
FY 04	\$8.77
FY 05	\$9.08
FY 06	\$10.14
FY 07	\$10.72

## NON-AIRLINE REVENUE PERCENT OF TOTAL

FY 00	78.3%
FY 01	<b>76.2</b> %
FY 02	71.4%
FY 03	65.9%
FY 04	67.1%
FY 05	71.5%
FY 06	<b>76.9</b> %
FY 07	76.2%

## OPERATING EXPENDITURES PER ENPLANED PASSENGER

FY 00	\$5.91
FY 01	\$5.97
FY 02	\$6.66
FY 03	\$7.73
FY 04	\$7.06
FY 05	\$7.11
FY 06	\$7.36
FY 07	\$8.08

### AIRLINE COST PER ENPLANED PASSENGER

FY 00	\$3.08
FY 01	\$3.50
FY 02	\$4.14
FY 03	\$4.76
FY 04	\$4.31
FY 05	\$3.62
FY 06	\$3.04
FY 07	\$3.34



# COMPARATIVE FISCAL YEAR STATEMENT GROSS REVENUES AND EXPENSES

GROSS REVENUES	FY 2006*	FY 2007*	% CHG
Airline Revenues			
Scheduled Carrier Landing Fees	\$5,427,393	\$5,749,818	5.94%
Non-scheduled Carrier Landing Fees	1,146,347	1,159,531	1.15%
Terminal Building Rentals	4,575,396	5,265,310	15.08%
FIS Space Fees	629,381	894,503	42.12%
Ramp Fees	397,813	407,500	2.44%
Subtotal Airlines Revenues	12,176,330	13,476,662	10.68%
Non-Airline revenues			
Concession contracts	15,431,158	15,787,104	2.31%
Parking Fees	15,280,425	16,738,326	9.54%
Property Leases	6,488,267	6,603,443	1.78%
Stinson Airport	269,325	209,485	-22.22%
Interest Income	2,579,972	3,434,689	33.13%
Other Revenues	548,369	432,738	-21.09%
Subtotal Non-Airline revenues	40,597,516	43,205,785	6.42%
Total Gross Revenues	52,773,846	56,682,447	7.41%
OPERATING & MAINTENANCE EXPENSE			
Airfield Area	1,641,822	1,580,600	-3.73%
Service Area	298,579	342,880	14.84%
Terminal 2	2,395,515	2,740,507	14.40%
Terminal 1	3,528,282	3,829,290	8.53%
Fire & Rescue	2,829,072	3,916,032	38.42%
Access	622,290	600,481	-3.50%
Central Plant	569,766	696,512	22.25%
Commercial & Industrial	77,478	109,554	41.40%
Other Buildings & Area	77,273	101,633	31.52%
Parking	3,342,497	3,097,789	-7.32%
Stinson Airport	597,512	564,525	-5.52%
Administration	7,034,412	7,447,138	5.87%
Maint. Dir. & Control	1,164,646	1,272,447	9.26%
Security	3,401,352	4,427,411	30.17%
Operations	1,890,822	1,718,113	-9.13%
Ground Transportation	-	138,784	-
Total Operating & Maintenance Expense	29,471,318	<b>32,583,696</b> \$24,098,751	10.56% 3.42%
Net Revenues**	\$23,302,528		

 $<sup>*</sup>Fiscal\ Years\ run\ from\ October\ 1\ through\ September\ 30.\ **Net\ revenues\ are\ utilized\ to\ pay\ debt\ service\ and\ Airport\ capital\ projects.$ 





# SAT PASSENGER & AIR CARGO ACTIVITY SUMMARY REPORT

	CALENDAR	CALENDAR		
PASSENGERS	YEAR 2006	YEAR 2007	%CHG	
TOTAL DOMESTIC ENPLANEMENTS	3,904,178	3,927,682	0.60%	
TOTAL DOMESTIC DEPLANEMENTS	3,928,620	3,944,844	0.41%	
TOTAL DOMESTIC PASSENGERS	7,832,798	7,872,526	0.51%	
TOTAL INT'L ENPLANEMENTS	98,725	102,889	4.22%	
TOTAL INT'L DEPLANEMENTS	100,413	100,022	-0.39%	
TOTAL INT'L PASSENGERS	199,138	202,911	1.89%	
GRAND TOTAL ALL PASSENGERS	8,031,936	8,075,437	0.54%	
GRAND TOTAL ALL PASSENGERS	8,031,930	6,073,437	0.34%	
AIR CARGO IN POUNDS				
TOTAL DOMESTIC FREIGHT ENPLANED	89,739,219	93,165,036	3.82%	
TOTAL DOMESTIC FREIGHT DEPLANED	110,034,961	111,035,989	0.91%	
TOTAL DOMESTIC FREIGHT	199,774,180	204,201,025	2.22%	
TOTAL INT'L FREIGHT ENPLANED	4,156,224	3,888,563	-6.44%	
TOTAL INT'L FREIGHT DEPLANED	3,840,710	2,696,228	-29.80%	
TOTAL INT'L FREIGHT	7,996,934	6,584,791	-17.66%	
TOTAL ALL DOMESTIC & INT'L FREIGHT	207,771,114	210,785,816	1.45%	
TOTAL POWER THE WITH ET REIGHT	207,771,111	210,703,010	111370	
TOTAL MAIL ENPLANED	34,214,575	30,855,163	-9.82%	
TOTAL MAIL DEPLANED	42,136,693	39,217,622	-6.93%	
TOTAL MAIL	76,351,268	70,072,785	-8.22%	
GRAND TOTAL MAIL & FREIGHT	284,122,382	280,858,601	-1.15%	
SAT AIRCRAFT				
OPERATIONS STATISTICS				
	CALENDAR	CALENDAR		
LANDINGS & TAKE OFFS	YEAR 2006	YEAR 2007	%CHG	
AIR CARRIER	103,836	107,281	3.32%	
AIR TAXI	19,557	22,268	13.86%	
GENERAL AVIATION	84,313	83,819	-0.59%	
MILITARY	4,328	4,279	-1.13%	
TOTAL ITINERANT	212,034	217,647	2.65%	
CIVIL	6,204	1,568	-74.73%	
MILITARY	696	222	-68.10%	
TOTAL LOCAL	6,900	1,790	-74.06%	
GRAND TOTAL	218,934	219,437	0.23%	



# AVIATION DEPARTMENT TEAM MEMBERS

KENNETH ADAME MANUEL ADAMES TRACEY ADAMS ANTONIO AGUILAR ROGER AGUILAR CHRISTOPHER ALDRICH DUSTIN ALLINGER MARIE ALONZO SUZANN ANDERSON JESSE APOLINAR FRANCISCA ARREDONDO JUAN ARREOLA DENNIS ATKINSON **BRENTON BAKER** MARIO BANEZ ANTONIO BARRERA PARIO RARRERA SYLVIA BARRERA KENNETH BARRETT **RUBEN BARROS** JAMES BASWELL ORLANDO BATTLES DENNIS BELL TERESA BERMEA GERARD RI ANCO **COLLIS BOONE LUIS BORRERO** LISA BRICE DEBORA BRIGGS DONALD BROOKS LISA BROWN MICHAEL BROZOVIC RONALD BRUNER MICHAEL BUECHER MICHAFI BURKOWSKI RAY BYLER MARVIN BYRD JOHN CABAN LUIS CABRERA REBECCA CABRERA TERESA CALDERON JAMES CALDWELL PEDRO CAMPOS PHILIP CAMPOS MARIA DE LOURDES CANTU MARTHA CANTU SERGIO CARDENAS ALFRED CARNOT ANTONIO CARRASCO JAMES CARUSO SHAWNNA CARUSO JOE CASIANO ZOILO CASTANO ANGELITA CASTILLO ELENA CASTILLO IOSE CASTILLO MICHAEL CASTILLO KATHY CASTILLO-QUICKEL NORA CASTRO WILLIAM CASTRO SYLVIA CAVAZOS

CHERYL CAYLAO **ERNESTO CERVANTES** ROBERTERED CERVANTES ALFRED CHAPA STEPHANIE CHAPA DIANA CHAVEZ JOHN CHAVEZ KAO LIN CHEN CORA CLAY JOE CLOUD STEVEN COFIELD JOHN COGGINS KIMBERLY COLEMAN DARRELL COLLERAN MAXIMO CONTRERAS JOHN CORTEZ JASON COSBY RANDAL COVINGTON GARY CRAMER ANTHONY CRUZ CORDELIA CRUZ JESUS CRUZ **EULALIO CUEVAS** JOHN CUMMINGS JAMES CUNDIFF VICKIE CURTIS CHIEU DANG GLEN DAVIS MERCEDES DAVIS MARIA DE LA CRUZ ROBERT DE LA GARZA ISARFI DE LA ROSA PHILIP DE LA ROSA XAVIER DE LEON GERARDO DE LOS SANTOS MODESTO DE LOS SANTOS ROSE DECKER DANIEL DELGADO DANIEL DELGADO FRANCISCO DELGADO DAVID DENTINGER BERNARD DESHALTO MARK DIAMOND STEVEN DIAZ GISLINDE DIETER MINDY DITSWORTH DEBRA DREW BOBBY EATON HECTOR ESPINOZA DOROTHY ESTRADA JOEL FERNANDEZ

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